



Preparing for the Evaluation

Here is a listing of things that should be reviewed and considered when preparing to complete your employees' performance evaluations. This listing can be used for both exempt and non-exempt employees.

Review the Employee Performance File

The employee performance file should be a running file that you keep with important documentation related to the performance and behavior of the employee.

- Previous Performance Evaluations and documentation specific to the current evaluation period.
 - Goals & objectives
 - Ratings
 - Comments
 - Accomplishments
 - Opportunities for improvement
- Critical Incident Reports or similar documents.
 - Any documented discussion
 - Observations
 - Coaching
 - Counseling
 - Accolades
- Attendance Records.
- Production Records.
- Disciplinary Action.
 - Performance Improvement Plan
 - Reprimands
- Customer Feedback.
 - Emails
 - Documented verbal feedback
 - Memos or letters
 - Letters of commendation
 - Written complaints
- Training Records.
 - Department training
 - CLPD
 - Outside training
- Certification and Licensures.
- Completed projects, education, and professional development.



Review the Job Description

Review the job description to make sure that it accurately reflects what the employee is doing. If the employee is performing additional duties and tasks that are not listed in the job description, or not performing the duties and tasks listed in the job description on a regular basis, adjustments may need to be made to bring the job description in line with the work they are performing. Contact Human Resources for direction and assistance.

- Are the job requirements accurate and complete?
- Do the duties and tasks performed by the employee match those in the job description?
- Is the employee performing duties and tasks that are outside of the job description?
- Does the employee display the knowledge and skills required by the job description?
- Has the employee been assigned tasks and projects that are outside of the scope of the job?

Consider support factors that may have impacted performance

Examine support and resource factors that may have impacted the employee's performance. Many of these are outside of the employee's control and should not be counted against the employee when evaluating performance.

- Changes to the priority of goals that were identified during the last performance evaluation.
- Lack of resources; tools, equipment, or support.
- Outdated or ineffective tools or equipment.
- Lack of or insufficient training support.
- Insufficient funding for travel, certifications, licensures.
- Lack of planning and direction that result in changing priorities, project deadlines, and urgency.
- Lack of decisions or decisions that are not timely, delays in projects and tasks, ineffective support.
- Lack of support by other employees or departments.

Consider changes in the team, group, or department that may have impacted performance

Examine changes in the department that may have impacted the employee's performance. Many of these changes may be outside of the employee's control and should not be counted against the employee when evaluating performance.

- Changes in the management structure of the department that may have impacted priorities.
- Changes to the mission of the department, team, or group based on restructuring or reorganization.
- Changes to the goals or objectives for the department, team, or group.
- In progress tasks or assignments stopped or abandoned due to a change in direction.
- New projects or tasks assigned to employee due to change in department mission, goals, or objectives.
- Staffing changes resulting in additional work load for employee.



- Changes in funding resulting in canceled training, travel, certifications, licensures, tools, equipment, or support.

Have employee complete a self-assessment

A self-assessment completed by the employee provides you with additional information, and important insight into how the employee views their contributions and the importance of their job. The self-assessment can be structured (an Exempt Employee Self Assessment Form is available at http://hr.nmsu.edu/managers/formdir/empmngmt_services.html) or more informal. Here are some things that you may want to get feedback on.

- The employee's understanding of what is expected of them in their job and how their job fits into the overall department function.
- New projects, duties and tasks assigned during the evaluation period.
- The employee's view of their job strengths and weakness.
- Factors that the employee felt impacted their job.
- Ways that the supervisor can assist the employee.
- Areas where the employee would like to gain additional experience, training, or education.
- Accomplishments by the employee during the year.
- The employees career advancement goals.

Review the employee's self-assessment

Review the self-assessment that the employee completes. Look for additional information that will help you objectively evaluate the employee, factors that may have impacted performance, and achievements that you were not aware of. The self-assessment will also help you plan for resources needed to support the performance, growth and development of the employee. It's important to read the self-assessment carefully, keep an open mind, and remain objective at all times. Remember, everyone writes differently. The employee may not be able to express their thoughts in writing very well, or what they write may "sound" hostile or aggressive when that may not be the intent. Always give the benefit of the doubt and clarify any questions that you may have. It's critical that discrepancies in how the employee views their job and how you view their job be clarified.

- Discrepancies in the understanding of job expectations.
- Additional projects and tasks that were not planned.
- Projects and tasks that were outside of the scope of work.
- Negative impacts on performance.
- Lack of support
- Accomplishments that you were not aware of.
- Goals and the support needed to accomplish them.

The results of the self-assessment should be incorporated into the pre-evaluation meeting that you hold with the employee.